

~~CONFIDENTIAL~~

Approved For Release 2001/04/05 : CIA-RDP80-01826R000600130007-9

3 June 1954

Notes for Chairman, CIA Career Service Board

Item 1 - Minutes

- 25X1A9a a. Note [redacted]'s memorandum attached to the minutes concerning the handling of Fitness Reports. Note his recommendation of three alternative courses of action.
- b. A few photostated copies showing the final format of the Fitness Report will be available at the meeting. 20,000 copies are now being printed for an estimated delivery date of 28 June 1954.
- c. The Office of Personnel will have ready by 11 June 1954 for Agency coordination, if that is necessary, the procedure for changing over from the Personnel Evaluation Report to the Fitness Report in headquarters.

25X1A Item 2 - Career Staff Regulation [redacted]

General Cabell will have amendments of major importance to propose.

25X1A Item 3 - The Career Council Regulation [redacted]

No comment

Item 4 - Notice, Retraining for Reassignment

A supplementary agenda containing amendments directed by General Cabell has been circulated to all the members.

Item 5 - Request for Career Development Positions

- a. A summary of the status of the forty Career Development Positions will be distributed at the meeting.
- b. There are requests for six Career Development Positions as follows:

Name	Office	Grade	Program	Duration
[redacted]	DD/P-FE	GS-9	Language Training	1 year
	OO	GS-13	Overseas Rotation	1 year
	OTR	GS-14	Overseas Rotation	2 years
	ORR	GS-13	Program C	1 year
	DDA	GS-12	Rotation in CIA	2 years
	DD/P-NEA	GS-9	Foreign Service	2 years
			Institute Language	
			Course in US and	

25X1A9a

25X1A

The Director of Training and the Assistant Director for Personnel have concurred in the above requests.

Approved For Release 2001/04/05 : CIA-RDP80-01826R000600130007-9

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

Item 6 - New Business

- a. The Professional Selection Panel has completed its task and a final report to the Board is being prepared. It recommends that it be available on call by the Board until the Regulation establishing the CIA Selection Board is effective, at which time the Professional Selection Panel should be formally dissolved.
- b. The proposed Career Council Regulation [REDACTED], Item 3 of the agenda, carries no mention of Career Development Positions, authority for which is established by the present Regulation [REDACTED]. If approved in its present form, the authority for Career Development Positions will no longer exist. 25X1A
- c. The Insurance Task Force has completed arrangements for an improved Group Life Insurance plan for all Agency employees and would like to present this to the Board at its next meeting on Thursday, 10 June, for confirmation prior to the signing of a contract. 25X1A

~~SECRET~~

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

Approved For Release 2001/04/05 : CIA-RDP80-01826R000600130007-9

~~SECRET~~

COPY 1 OF 2 COPIES

CIA CAREER SERVICE BOARD

32nd Meeting

Thursday, 3 June 1954

4:00 p.m.

DCI Conference Room

Administration Building

DOCUMENT NO. \_\_\_\_\_  
NO CHANGE IN CLASS ☐  
☐ DECLASSIFIED  
CLASS, CHANGED TO: TS S C 2011  
NEXT REVIEW DATE: \_\_\_\_\_  
AUTH: HR 10-2  
DATE 1 JUL 81 REVIEWER: 029125

~~SECRET~~

Approved For Release 2001/04/05 : CIA-RDP80-01826R000600130007-9

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

CIA CAREER SERVICE BOARD

32nd Meeting

Thursday, 3 June 1954

4:00 p.m.

DCI Conference Room

Administration Building

Present

Charles P. Cabell  
DDCI  
Guest

Lyman B. Kirkpatrick  
IG, Chairman

Robert Amory, Jr.  
DD/I, Member

Matthew Baird  
DTR, Member

25X1A9a

[REDACTED]  
DC/PP, Member

25X1A9a

[REDACTED]  
COPS-DD/P, Alt. for DD/P, Member

25X1A9a

[REDACTED]  
DAD/O, Member

25X1A9a

[REDACTED]  
AD/CO, Member

George E. Meloon  
DAD/P  
Guest

Harrison G. Reynolds  
AD/P, Member

25X1A9a

[REDACTED]  
C/DDP/ADMIN  
Guest

25X1A9a

[REDACTED]  
Deputy General Counsel  
Guest

Lawrence K. White  
DD/A, Member

25X1A9a

[REDACTED]  
SA/DD/I  
Guest

25X1A9a

[REDACTED]  
Executive Secretary

25X1A9a

[REDACTED]  
Secretariat

25X1A9a

[REDACTED]  
Reporter

~~SECRET~~

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~  
~~SECRET~~

. . . The 32nd Meeting of the CIA Career Service Board convened at 4:00 p.m., 3 June 1954, in the DCI Conference Room, Administration Building, with Mr. Harrison G. Reynolds presiding during the temporary absence of the Chairman . . .

Mr. Reynolds suggested that in order to save time, Item 5 on the Agenda be discussed and tentative agreement be reached concerning which Career Development Positions should be approved. He asked Mr. [REDACTED] to present the data.

25X1A9a MR. [REDACTED]: There are seven requests. This chart which is in front of you shows the status of Career Development Positions as of the moment. A total of 31 have been approved, of which one, No. 8, was vacated after several months. It was a matter of convenience at that time for slotting purposes only. So there are at present 30 occupied. No. 9 and No. 10, Mr. [REDACTED] and Mr. [REDACTED]

25X1A9a [REDACTED], are going to be re-slotted back in OSI within a matter of days.

25X1A9a That leaves us 28 slots. No. 11, Mr. [REDACTED], who is at the Air War College, and

25X1A9a No. 23, Mr. [REDACTED], who is at the Naval War College, will vacate their slots by the first of August, as far as we know.

25X1A9a MR. AMORY: [REDACTED] will probably go to ONE.

25X1A9a MR. [REDACTED]: He will be slotted in ONE and will then come out of a Career Development Slot, is that right?

MR. AMORY: Right.

25X1A9a MR. [REDACTED]: That leaves us 26, and by the first of October 8 more

25X1A9a will be vacated. [REDACTED], who is at Princeton--

MR. AMORY: He is already back - back on the payroll and is now Deputy

25X1A9a Assistant Director, OCI, vice [REDACTED].

25X1A9a MR. [REDACTED]: That slot is vacated and Nos. 12 through 18, Program "A", which is the Arabic language and Near East Area program, will also be vacated by the 1st of October. That brings us down to 19. We now have 7 proposed, which would bring us back to 28, and we must reserve, potentially, 8 slots for candidates to the various war colleges, 3 to the National War College, 2 to the Army War College, one to Navy, one to Air, one to the Industrial War College, so should we approve 7 slots that are proposed and take care of all candidates to War Colleges, we would have, on October 1st, 34 slots occupied, with 6 more authorized to take care of additional proposals, and that would carry us through the 1st of the year.

- 1 -  
~~SECRET~~ ~~CONFIDENTIAL~~

~~SECRET~~

Now the proposals are as follows: Career Development Slot for John

25X1A9a [REDACTED]. This is proposed by the Chief, EE Division, concurred in by the Director  
of Training and the Director of Personnel. Mr. [REDACTED] is an intelligence officer 25X1A9a  
25X1A in the [REDACTED] of EE Division. He is scheduled for the [REDACTED] language 25X1A  
training course at Monterey. After that he will be assigned to overseas' duty  
as an intelligence officer, probably in [REDACTED]. The request is for a Career De- 25X1A  
velopment Slot for this training period of 46 weeks and the slot is requested  
because his retention on his present slot during this 46 week period would prevent  
any slotting of a needed replacement to handle his present duties. He is 27  
years old - married - entered on duty in CIA in September of 1949.

25X1A9a MR. [REDACTED]: I move that it be approved.

MR. WHITE: Seconded.

MR. REYNOLDS: No objection? Approved.

25X1A9a MR. [REDACTED]: This is a request for a Career Development Slot for

25X1A9a [REDACTED], requested by Dr. Guthe, concurred in by the ORR Career Service  
Board, the Director of Training, and the Assistant Director for Personnel.

MR. AMORY: He's a very good fellow - a long-time career guy.

25X1A9a MR. [REDACTED]: He is being assigned to Program "C", and this is a two-  
year program, therefore the request is for a Career Development Slot for the two  
years while he's taking part in the program.

25X1A9a MR. [REDACTED]: I move it be approved.

MR. REYNOLDS: Moved and seconded. No objection? It is approved.

25X1A9a MR. [REDACTED]: Request for Career Development Slot for Mr. John H.

25X1A9a [REDACTED], requested by [REDACTED], Near East Division. The NEA Division 25X1A9a  
will guarantee a position on his return from this training. Concurred in by

25X1A9a [REDACTED], the Director of Training, and the Assistant Director for Personnel.

25X1A9a Mr. [REDACTED] is a Grade 9. He was born in 1924 so he's about 30 years old. He  
entered on duty in December of 1952 - 18 months ago. Area knowledge [REDACTED] 25X1A

25X1A [REDACTED] This request is for  
language training in Arabic in the United States [REDACTED] - Program "G". 25X1A

MR. BAIRD: It's a combination of one year Foreign Service Institute

25X1A and the second year [REDACTED]

25X1A9a MR. [REDACTED] Mr. [REDACTED] is highly motivated and intends to make 25X1A9a  
a career with the Agency, which will be enhanced by this training. A slot is  
guaranteed on his return. Requested for a duration of two years.

MR. AMORY: I move approval.

~~SECRET~~

~~SECRET~~

MR. REYNOLDS: Approval moved. If no objection, approved.

25X1A9a MR. [REDACTED] Career Development Slot for [REDACTED] Jr. Requested 25X1A9a  
25X1A9a by [REDACTED], Chief, Far East Division. Concurred in by [REDACTED] for the 25X1A9a  
FI Career Service Board, the Director of Training, and the Assistant Director  
25X1A9a for Personnel. Mr. [REDACTED] is a GS-9. He was born in 1926. He entered on duty  
in September, 1951. The request is for Indonesian language training, and I  
don't know where he will be located. Do you know, Matt? I don't see it here.

25X1A MR. BAIRD: It starts here and probably the second phase of it will  
be [REDACTED]  
25X1A9a MR. [REDACTED]: The duration of the slot is from 1 June 1954 until 30  
June 1955. It is for a one-year period.

MR. BAIRD: It's highly desirable because it will give us one guy who  
can speak the language of the area.

25X1A9a MR. [REDACTED]: I agree. I think it is very desirable to have people  
know these exotic languages.

. . . General Cabell, DDCI, joined the Meeting . . .

25X1A9a MR. REYNOLDS: If there is no objection, the request for a Career  
Development Slot for Mr. [REDACTED] stands approved.

25X1A9a MR. [REDACTED]: This is a Career Development Slot for Mr. Robert H.  
25X1A9a [REDACTED] - requested by Colonel White, concurred in by the Director of Training  
and the Assistant Director for Personnel. This slot is for all internal CIA  
experience, it is not external. Six months in the Office of Personnel, prefer-  
ably the Placement and Utilization Division; six months with the Coordination  
and Requirements Staff, Logistics Office; six months with the Operations and  
Liaison Branch, Finance Division, Office of the Comptroller; and six months  
25X1A9a with the DD/P Administration Staff. Mr. [REDACTED] is overseas, is he not?

MR. WHITE: No, he's here with the Regulations Control Staff.

25X1A9a MR. [REDACTED] is a GS-12. He entered on duty in July, 1951.  
His CIA experience - he was on duty with ADDA (S), and with the General Support  
Unit, Administrative Staff S, DD/A, and with the Regulations Control Staff  
since January of 1953. Prior to that he was with the Admin. Staff S, DD/A.

MR. REYNOLDS: If there are no objections, the slot is approved.

25X1A9a MR. [REDACTED]: A Career Development Slot for [REDACTED], re- 25X1A9a  
quested by the Director of Training and concurred in by Mr. Reynolds and Mr.  
Kirkpatrick, who has also gone over this particular one. Mr. [REDACTED], as 25X1A9a

~~SECRET~~

~~SECRET~~

you know, is a member of the Assessment and Evaluation Staff. He was Acting Chief of that Staff for a period of time before [REDACTED] joined the 25X1A9a Agency. The request for the slot is for the purpose of his acquiring greater operational knowledge and experience in connection with SR Division. Part of 25X1A his time will be spent in the SR Division in Headquarters, and approximately a [REDACTED]

is a rough summary of the plan, which is in considerable detail here. Duration of that slot would be from 1 June 1954 to 30 June 1956, approximately 2 years.

MR. REYNOLDS: Any comments? If there is no objection, the slot is approved.

25X1A9a MR. [REDACTED]: Career Development Slot for [REDACTED], requested 25X1A9a  
by Mr. Carey and concurred in by Mr. Reynolds, Mr. Baird, and the Chief, EE  
25X1A9a Division. Mr. [REDACTED] is a GS-13. This request will be for one year, serving  
25X1A2g in connection with the Project [REDACTED] [REDACTED], which has to do with the 25X1A6a

25X1C

25X1A

MR. [REDACTED]: [REDACTED] has been making a study of rehabilitation 25X1A9a  
in this country and he thought it would be a good idea if he went to [REDACTED] 25X1A2g  
Project and saw their problems.

25X1A9a

MR. [REDACTED]: For how long?

25X1A9a

MR. [REDACTED]: For one year.

MR. REYNOLDS: Any comments or objections? If not, the slot stands approved.

25X1A

General Cabell, I have not yet gone over this proposed Regulation  
[REDACTED] Shall I proceed with that now?

GENERAL CABELL: You might as well. Kirk hasn't shown up yet.

25X1A

MR. REYNOLDS: Gentlemen, if you will turn to Tab 2, I will quote  
some suggested changes in this Regulation [REDACTED] On page 2, the last line,  
substitute the word "preferential" for the words "all possible". Insert the  
word "and" between security and special training. A period after "training".  
And delete the rest of the sentence. Put "and" between "job security and  
special training" - period, and delete the rest of the sentence after the word  
"training". On page 3, subparagraph 2, strike out the word "herein". On page  
4, paragraph "d", a period after the word "law", 4th line up in the paragraph,

~~SECRET~~



~~SECRET~~

and delete the rest of that sentence and the following sentence - "In addition...." has been deleted in its entirety. On page 5, paragraph 4a(1) - substitute two for one voting member, and two for one alternate member from the Offices of the Deputy Directors (Administration), (Plans), and (Intelligence), and insert: "and one member and one alternate member each from the Offices of the Director of Training, the Assistant Director for Communications, and the Assistant Director for Personnel." It's covered later on that the Assistant Director for Personnel is the Chairman of the Board.

25X1A9a MR. [REDACTED] Would you say that again?

MR. REYNOLDS: Two voting members in place of one, and then add after the "(Intelligence)" - "and one member and one alternate member from the Offices of the Director of Training, the Assistant Director for Communications, and the AD/P."

MR. AMORY: One voting member?

MR. REYNOLDS: One voting member - that is right.

25X1A9a MR. [REDACTED]: Doesn't this mean, Mr. Reynolds, there will be two voting members from the areas of the three Deputies and one voting member from Personnel and Training, each with comparable alternates. That is what the complexity of the language adds up to.

MR. REYNOLDS: Exactly.

On page 6, first line in subparagraph "(a)", insert the word "generally" between "have" and "proportional". And after the words "fiscal year" insert "except that", and a small "a" for the "at".

On page 8, paragraph 6.b., strike out the words, "in the continental United States...." Delete all of subparagraph "c".

On page 9, paragraph 7.a.(1), delete the words "either the date of application or the completion of the provisional period at the discretion of" - so that sentence will read: "The effective date of selection into the Career Staff will be the date of approval by the CIA Selection Board."

. . . Mr. Kirkpatrick joined the Meeting and took over the Chair . . .

MR. REYNOLDS (Continuing): On page 10, 3rd line from the bottom, change "will" to "may".

And the last change is on page 12, subparagraph (3), strike out from "The Selection Board...." through "consideration", and replace that deletion by "CIA will not consider...." And after the period which follows the words

~~SECRET~~

~~SECRET~~

"Career Staff" insert the words, "except by separation from the Agency." And delete "for cause" in the 2nd line. I'll read it straight through. Subparagraph (3) will read: "CIA will not consider the cancellation of an individual's membership in the Career Staff except by separation from the Agency." The balance of the paragraph to be deleted.

That completes it, sir.

Kirk, what we have done until you took over was to pass upon seven entries into slots for Career Development. And we have made corrections in this proposed Regulation in accordance with suggestions made by General Cabell.

MR. KIRKPATRICK: Have we had any discussion of the Regulation per se?

MR. REYNOLDS: No. We just started on this.

MR. KIRKPATRICK: Then suppose we go right into that and discuss it.

25X1A9a

MR. [REDACTED]: The minutes--

MR. KIRKPATRICK: Let's leave the rest of the agenda until later so that we don't consume anymore of General Cabell's time than is necessary.

GENERAL CABELL: I didn't tell them the Director apologizes for not appearing here this afternoon, but, as you all probably heard, there has been some mention of CIA in Congressional circles, and he is a little involved in problems relating to that, and he has been up on the Hill.

MR. KIRKPATRICK: Anybody have any comment on the proposed Regulation?

25X1A9a

MR. [REDACTED]: Yes. I want to know why, on page 4, paragraph "f" was deleted?

GENERAL CABELL: Might I just start with these deletions and give my concept, why I proposed these deletions? If that is alright with you?

In paragraph 3.a. on page 2 the change of "all possible" to "preferential" - I believe myself that in this case the two things which can be unique or different between the career people and the non-career people, will be job security and special training, and I think that in those two things we can clearly say "preferential" treatment with respect to them; whereas the other thing - the "and" following, which was stricken - really are benefits which are inherent, it seems to me, and applies to all employees, and therefore we would be on unsound ground in proposing a preferential position with respect to those. It goes without saying that both career and non-career automatically get all possible benefits which are provided for by law for Government employees. That was the philosophy of mine in proposing that strike-out.

MR. AMORY: Legislation would be for the Career Service people. You

~~SECRET~~

~~SECRET~~

might have a 20-year retirement there as opposed to a 30-year retirement, or something like that. Obviously the law will prevail, and no Regulation will be more or less than the law is thoroughly sound, but this document is going to be a pretty carefully read document by every employee of the Agency, and this is an item of "salesmanship", you might say, in the document. I was happy with the first change but I think it's not a bad idea to have the first line and a quarter on page 3 stand. Maybe it's because I don't understand it. You are going to have a lot of people on the edge a little as to whether they want to sign or not--and we all hope everybody will sign up--but this seems to be relatively harmless.

MR. BAIRD: I don't see much meaning to either the word "preferential" or "all possible". Will it mean anything?

GENERAL CABELL: I felt that was one place - those two things - where we could brag about preferential treatment, and it would seem to me that has an advantage, to propose certain preferential treatment.

MR. KIRKPATRICK: I think during an economy wave, with Government employees looking at reductions in force, if they understand they have preferential consideration for job security, as members of the Career Service, that will mean quite a bit to them.

MR. BAIRD: We can do it, in other words?

MR. KIRKPATRICK: I don't know why not.

MR. WHITE: You can't really do it, because you will have a veteran who has only had one year of service who can outrank--

GENERAL CABELL: That is all within the law.

MR. WHITE: You can't get around that without legislation.

25X1A9a

MR. [REDACTED]: What this really means is that if you have two people, one a Career Service and one not a Career Service, equally, that if one has to go you prefer the career guy.

MR. BAIRD: In other words you can do it?

MR. WHITE: Oh, sure, on that basis.

25X1A9a

MR. [REDACTED]: Providing you don't violate the law in doing it.

MR. WHITE: George, you should step in here. (Indicating Mr. Meloon).

There are lots of things to consider in Government, veterans preference and disability, and a lot of other things - permanent status, and what not - which go to make up seniority when you conform to Civil Service standards. George can tell us much better than I could tell you, what all of those things are.

~~SECRET~~

~~SECRET~~

But you can't say the fellow who has been here for five years and has an excellent rating all around, will automatically be retained over the fellow who has been here four years and also has the same rating, because the fellow who has been here four years may have 10 or 15 points preference according to Civil Service standards, over the fellow who has been here the longer period. Your statement is quite correct that if all that is equal then obviously you keep the fellow you want, and he is the fellow who is a member of the Career Service. Is that right, George?

MR. MELOON: I wouldn't want to say it's right. If they are equal, Red, and the reduction in force regulations stem from the Veterans Preference Act, and any regulation we put out cannot modify that, so if they are both equal in all respects, including all retention points, I think that there are ways and means whereby you could get rid of the non-careerist by moving him into another competitive level. But if they are both in the same competitive level you would be in an awful bind with the Commission if he appealed any reduction, if he was not actually on the bottom of the list. I mean, it's possible to do it within the framework of the law. You could juggle the retention registers or move that man from one competitive level to the other. Now one way you could get at the non-careerist, if he hadn't signed that paper to go any place at any time we wanted him to go, we could put the job of the person who had signed that paper into a competitive level different from the one who said he would only stay in the DC area, and that man who had not signed our affidavit would be in a level unto himself and we could declare that job excess and get rid of him on that basis. We could do it within the framework of the law.

MR. KIRKPATRICK: And furthermore, within the framework of the law couldn't you, under the Director's power, in the national interest, utilize that if a man says he will go anywhere the Agency wants him to go and another man who won't? Now isn't that definitely in the national interest? I was looking at the Associate General Counsel over here when I said that.

MR. MELOON: The man who has not signed our affidavit to enter the Career Service may be just as willing as any other person in this Agency to go any place, and still not be a member of the Career Service. And on that basis you would not be able to get rid of him for refusal to take an assignment. I think we may have cases of people who for some reason may not want to sign that but may go any place we asked him to go.

GENERAL CABELL: But it seems to me the second point of special training

~~SECRET~~

~~SECRET~~

comes in. You don't want to waste training on someone who may pull the rug out on you the next day. So by a weighing of those two elements you have some limits within which to operate.

MR. MELOON: I think there are ways - that if you wanted to juggle the situation there would be ways of getting at the non-careerist in the event of a reduction in force. I think it could be done legally and done in such a fashion that it would stand inspection by the Civil Service Commission or anyone else.

GENERAL CABELL: Bob, I wouldn't press hard to take out that "and".

MR. AMORY: If you say "preferential treatment" - "and would be accorded other benefits and facilities now or hereafter provided for members" - it would make it perfectly harmless.

MR. KIRKPATRICK: I agree with Bob. I think a little eyewash here is desirable.

25X1A9a MR. [REDACTED]: Do you think we are safe enough on "preferential" treatment? I am scared to death of it.

MR. AMORY: Why couldn't you have one designation, like intelligence research analyst - career, and intelligence research analyst - casual. You fire all the "casuals" before you fire the "career".

25X1A9a MR. [REDACTED]: We are stating preferential consideration in job security, but if you get down to the law there may be no preferential treatment they can get.

MR. AMORY: They are two different categories. If I create a job of widget constructor in the Ukraine, all I have to determine is that that is the most important function of my Office. That is perfectly clear - provided it is not a capricious designation. I don't see why you can't approach that limit of extreme by designating these people "career".

MR. KIRKPATRICK: I not only think we would have trouble on it but I think outsiders would think we were stupid for not having such a system.

MR. MELOON: There is one supreme test there, though - if the qualifications requirements for those two jobs are exactly the same - are interchangeable - then they are in the same competitive level, and you would not be able to change it by just putting a widget constructor on it. You would have to have a different something or other to go along with it to make it not interchangeable.

25X1A9a MR. [REDACTED]: Is it not true that over a period of time career employees will have been exposed to and received this training? So the longer this exists

~~SECRET~~

~~SECRET~~

the more difference there will be between the career and non-career, and the more qualified the careerist will be by reason of this special training. And doesn't that introduce a factor which helps to solve this legal dilemma?

MR. MELOON: No, because that would be the same situation as having a person with an LL.B in a stenographic job and having a stenographer not having the LL.B - the person's personal qualifications don't have anything to do with it. It's the job description and not the encumbents of the position. As I say, with a minimum of 90 days pre-planning at getting at any one individual or group of individuals it could be done so that they are left out on the limb by virtue of not being a member of the Career Service, if it is desired to do it in that fashion.

MR. KIRKPATRICK: The answer is, in other words, it can be done.

MR. BAIRD: Are you satisfied with the word "preferential" or more satisfied with the innocuous words "all possible"?

25X1A9a

MR. [REDACTED]: From a legal standpoint I don't think it makes much difference. It's modified by "within the framework of applicable laws" - so whether you put "all possible" or "preferential" is pure policy.

MR. BAIRD: We know what preferential means. We know that "all possible" to us means preferential. But I don't know how this is going to stand up before a Civil Service Commission board.

25X1A9a

MR. [REDACTED]: I don't think the different useage is going to make a bit of difference.

MR. KIRKPATRICK: Any other comment on paragraph 3.a.? Just to make sure we are in progressive order, any comments on anything preceding paragraph 3 in this Regulation?

Let's proceed, then. Any comment on anything else on page 3? 3.b.? 3.c.? Page 4, 3.d.? Any comment? Question?

GENERAL CABELL: I might explain why I proposed that deletion. It was mainly on the basis of redundancy, and I felt like the injection of the word "preferential" above was so much more important than the recapitulation of these little things, which sort of obscured the other - but there is no reason why these shouldn't remain, technically.

MR. KIRKPATRICK: Does anybody want them to remain? Well, we will consider them out.

Now, paragraph e. Any comment?

MR. AMORY: I am confused. If you take this out you mean there is no

~~SECRET~~

~~SECRET~~

three-year waiting period?

MR. KIRKPATRICK: We haven't reached that yet. We are on page 4, Bob. Is there any comment on 3.e.? That brings us to 3.f., and Dick, you have the floor.

GENERAL CABELL: My thought there was that I feel that as a practical matter we may come to doing essentially this, but I saw no point in binding ourselves in advance, not to use the period of changeover from the current situation to the establishment of a separation between career and non-career - I see no reason why not to use that psychological moment of changeover to aid in any weeding out process that may be in front of you. But, as I say, fully recognizing that as a practical matter we may actually abide by what really was written.

MR. BAIRD: This would, in effect, mean that everybody presently on duty would submit an application for membership.

MR. KIRKPATRICK: And they would or would not be accepted. In other words, some can be refused.

GENERAL CABELL: This, though, binds it to accept everybody, whether good, bad or indifferent, who just happens to be aboard at the time of writing this, and that seems to me to be unsound.

25X1A9a MR. [REDACTED]: But if we take this out does that mean that if [REDACTED] 25X9

25X9 [REDACTED] people sign applications they all have to appear before panels?

GENERAL CABELL: The Agency's hands are free to adopt whatever administrative procedure it feels is necessary of adoption to meet that procedure.

25X1A MR. BAIRD: Harry, what would your Office do if you got several [REDACTED] applications? You would be several months in processing them.

MR. KIRKPATRICK: Would they do it that way? Wouldn't it go through the Career Service Boards and then up to the AD/Pers, and I would assume the AD/Pers would generally go along with the Career Service Board unless he had something horrendous in his files.

MR. REYNOLDS: That is right.

25X1A9a MR. [REDACTED]: This would go before the Selection Board.

25X1A9a MR. [REDACTED]: Not necessarily. After all, the Selection Board would be empowered to instruct others down the line how to handle these applications. I don't see any objection, personally, to General Cabell's suggestion. This is rather binding, and it might be desirable to take this opportunity to get rid of some people we have had some trouble in leading up to the fence before. And as long as it is clearly understood the Selection Panel would be empowered

~~SECRET~~

to adopt such a system, I don't see any objection to it.

MR. MELOON: This doesn't get rid of them, Dick.

25X1A9a

MR. [REDACTED]: I was simply saying that it doesn't automatically include them in, that's all.

MR. KIRKPATRICK: What it does do, actually, is that you prevent somebody from coming around and waving the flag that they are in Career Service as well as having passed the probationary period.

MR. MELOON: As well as being on the surplus list.

MR. BAIRD: What does it do psychologically for people who hope to join this?

25X1A9a

MR. [REDACTED]: Nothing. They haven't seen it.

25X1A9a

MR. [REDACTED]: They have seen it.

MR. KIRKPATRICK: Who has?

25X1A9a

MR. [REDACTED]: Every Career Service Board has seen it.

GENERAL CABELL: The reason for taking it out is the fact that this Agency is going to be faced with a very severe administrative problem at the time of adoption of this Career Service Regulation, if it is adopted, and by attempting to solve it in advance this way, in one paragraph, rather than doing it on such an automatic, off-hand basis, would seem to be doing it without proper thought and preparation.

25X1A

MR. KIRKPATRICK: [REDACTED] if the same principle applies on the dissemination of information on Career Service as generally applies in the Agency, we don't have to worry about how many people have seen it.

25X1A9a

MR. [REDACTED]: I don't think it does in this case. The reason this is in is not to help in any administrative problem of establishing it, but because over a period of years--and it started 3 years ago, this problem, and this is the culmination of 3 years' work on it--the reason was that thousands of people--and I think I am not exaggerating--have said, "I don't believe the Agency can welsh on commitments that I consider are made to me."

MR. KIRKPATRICK: But the Agency isn't welshing on this.

25X1A9a

MR. [REDACTED]: They consider it, these thousands of people--this is the consideration which has in my opinion brought concurrence and acceptance of the establishment of the Career Service.

MR. KIRKPATRICK: My Scottish nature inclines me to bet you there are not more than 120 people in this Agency who know of this.

GENERAL CABELL: Your point would be very valid if this statement

~~SECRET~~



~~SECRET~~

were not in here - "upon receipt of applications." As long as you have that statement in there you require an affirmative, positive act on the part of each individual. Under your principle he wouldn't have to make that affirmative act of applying - he already has a contract.

25X1A9a MR. [REDACTED]: No, it's not quite that, General. I don't think that is it. There are many people who have said, "We have entered CIA in perfectly good faith, but nobody has ever asked us to sign this definite application. Therefore, if by signing this application our status, which we consider to be career status, is jeopardized, we think that the Agency is reneging on a commitment which we thought had been made when we entered on duty with the Agency for a career."

MR. KIRKPATRICK: It doesn't hold water. We haven't had a Career Service up to now.

25X1A9a MR. [REDACTED]: We have a lot of people who have been on duty 3 years, and a lot who have been on duty 5 or more, and there has never been anything like this. Now if they are suddenly asked to take another look at their futures, although they have settled on a career, and asked to sign a statement that they will go any place, I think a little preferential treatment will ease the pain.

MR. KIRKPATRICK: We just went over that, that they will have preferential treatment for job security.

25X1A9a MR. [REDACTED]: Some have been on duty 3 years and more now.

MR. KIRKPATRICK: How does that apply differently between them and anybody else?

25X1A9a MR. [REDACTED]: Well, you are giving them something additional in preferential treatment. They have been career service for a long time, in their own minds.

MR. WHITE: One of the things that I have always worried about in this paragraph, and am no less worried now, is that we are saying to a lot of people that we would like to be rid of, and when I say a "lot" I mean more than one, and I can name several, you are going right on the line saying, "Even though we have been trying to get rid of you for 2 or 3 years, all you have to do is apply now and you are a career employee." That just doesn't add up.

25X1A9a MR. [REDACTED]: It also doesn't tie into the definition of "carefully selected and trained individuals."

MR. KIRKPATRICK: Let's see if there are any battle lines. How many people think it should remain in, that this paragraph should remain in? No

~~SECRET~~

~~SECRET~~

response? Then what are we arguing about? Any further discussion on paragraph f.?

25X1A9a

MR. [REDACTED]: I think they may want to make some subsequent amendments, because the rest of the material was set up assuming the Selection Boards would go to work on people after 1 July.

MR. KIRKPATRICK: Is it necessary to make any amendments in the Regulation, or simply in the procedures for effectuating the system?

25X1A9a

MR. [REDACTED]: By taking that out it would mean almost everyone would come before a Selection Panel and the Board. If that is not intended for everyone on board there probably should be some amendment for leaving it optional.

MR. KIRKPATRICK: It's in paragraph 7 - the procedures.

MR. AMORY: I think though, here, if you have stricken this - add to paragraph d. above, "based upon formal application by eligible personnel" - that the person shall be eligible upon completion of 3 years' service. In other words, you have cut out the automatic part of it, or do you want everybody?

25X1A9a

MR. [REDACTED]: This eliminates the 3-year provisionals, which is probably not what we are intending to do. It's the only place 3 years is stated.

MR. WHITE: Why can't you just say, as Bob suggested, in the first paragraph - "Consideration for selection into the Career Staff will be based upon formal application by eligible personnel who have completed 3 years' service with the Agency"?

MR. KIRKPATRICK: Three years' active service.

MR. BAIRD: I'm thinking of military service when you say "active service".

25X1A9a

MR. [REDACTED]: Active service is defined in the Regulation. There are various kinds of service that have to be considered.

MR. AMORY: I am just a little bit worried. Are we sure we don't want to allow a person to apply for Career Service who comes, say, into my shop in Air Targets Research - absolutely a cognate profession - but not on the CIA payroll?

MR. KIRKPATRICK: That would make everybody in OSS, SSU, ONI, right down the line, similarly qualified. We fought that battle over the very basic issue of "How many years have you served in this Agency?" And finally brought it down to this Agency, period.

25X1A9a

MR. [REDACTED]: Paragraph e. on page 2 takes care of exactly that point.

MR. AMORY: That is what I wanted to know.

~~SECRET~~

~~SECRET~~

25X1A9a

MR. [REDACTED]: "May, at the discretion of the Board, be included."

MR. KIRKPATRICK: Do you want to suggest any other additions to that paragraph d., Bob?

MR. AMORY: No.

MR. KIRKPATRICK: Let's go on to paragraph 4 on page 5, "Organization of the CIA Selection Board and Panel of Examiners." Any questions about sub-paragraph a.?

GENERAL CABELL: I think my proposals there are self-evident. I thought there ought to be recognition at this point of the weight of membership in the several career areas, and so that is why I proposed two each from heavy elements, and one each from the others; and the addition of the AD for Personnel, because I think technically he was not included as a voting member but only included as a Chairman down there - which is just a technical point.

MR. WHITE: Will those two members be expected to sit at every Board meeting?

MR. BAIRD: You have two voting members. If you only send one you only have one vote.

MR. WHITE: That is all right. I am just thinking of the number of meetings that people have to attend.

GENERAL CABELL: Of course, this Selection Board, as I see it, is going to have to do some sweating, and voting will be kind of important in this function.

MR. KIRKPATRICK: I think the people have to be chosen with recognition of the amount of time that will be consumed in mind.

25X1A9a

MR. [REDACTED]: Examining panels do most of the work for the Board.

MR. KIRKPATRICK: Any other comment on 4.a.? 4.b.? Now b. - Panel of Examiners.

25X1A9a

MR. [REDACTED]: I'd like to get the changes that were made in b.(1)(a). I'm not sure I got them.

MR. KIRKPATRICK: Top of page 6.

MR. REYNOLDS: I'll repeat the change there. In the first line, between the words "have" and "proportional" insert the word "generally". And in line 3 after the word "year" put a comma and insert the words "except that". In other words, I think General Cabell's idea on that was that generally you would have it loosely based rather than an actual fact.

GENERAL CABELL: That somebody wouldn't pull a slip-stick on you and

~~SECRET~~

~~SECRET~~

bring membership up.

MR. KIRKPATRICK: Any other questions? Paragraph 5. - responsibilities.

Subparagraph a.? b.? c.? d.? e.?

Paragraph 6. - Fitness Report.

25X1A9a

MR. [REDACTED]: Now which Fitness Report?

MR. KIRKPATRICK: I think it's just called "Fitness Report" so it wouldn't tie us down.

25X1A9a

MR. [REDACTED]: It has a form number.

MR. KIRKPATRICK: This is the new one. Does anyone want a copy of the Fitness Report?

MR. AMORY: You don't want to have to revise a basic Regulation like this one anytime somebody thinks of a new gimmick to put into that form.

MR. KIRKPATRICK: Your form number sticks. Your form number will remain the same.

MR. WHITE: Wasn't it in this stack of papers that I read Dr.

25X1A9a

[REDACTED]'s dissertation? Are we going to give that any consideration?

MR. KIRKPATRICK: If it's a revision of this form, according to what I have been advised - why it wouldn't change the number.

Any other questions on the Fitness Report paragraph?

Page 9, paragraph 7. - Procedures.

GENERAL CABELL: There is quite a deletion here in paragraph 6.b. - "in the continental United States." I did that with my eyes wide open there. One of the things I came back with from my recent trip was a feeling that certain people overseas feel they are sort of forgotten men. Hell, that is the most constructive part and the most active part of a man's service in this Agency, and if ever there is a time that proper and adequate efficiency reports should be rendered on him, it's during that active, constructive period. I can see no excuse, myself, for not rendering reports on people overseas the same as you do in the ZI. I have never heard of any good reasoning for the contrary.

25X1A9a

MR. [REDACTED]: The only reason I can think of is because this body has never been able to get out anything that applied to the field.

GENERAL CABELL: You mean to say this form cannot apply to the field?

25X1A9a

MR. [REDACTED]: Sure it can, but it has just now been developed.

25X1A9a

MR. [REDACTED]: The Personnel Evaluation Report could apply to the field.

~~SECRET~~

~~SECRET~~

25X1A9a MR. [REDACTED] It never did, though.

MR. KIRKPATRICK: Any disagreement with that deletion now? Is there any disagreement with the deletion of subparagraph c.?

MR. AMORY: There is a small problem. It comes up in my area occasionally. The immediate supervisor is responsible for completing the Fitness Report. Take a case like this [REDACTED] Mission where a single DDI goes out there - I would assume we could let this Regulation stand this way but the Fitness Report should be endorsed by both sides. A guy might look awfully good from the intelligence reporting side but he might not be terribly popular with the intelligence guy nominally assigned with administration. The guy should be evaluated by the substantive people as well as by the administrative people.

25X1A9a MR. [REDACTED]: That has been handled in the past through channels and sent on to you.

MR. AMORY: And I don't think there is anything in here that contradicts that.

MR. KIRKPATRICK: Any other comment on paragraph 6.? Paragraph 7. - Procedures. Now here I think we come to a place where if there is to be any pick-up on the basis of the paragraph which we eliminated from paragraph 3--

MR. REYNOLDS: You have the change in that, have you not? The last sentence in subparagraph a.(1).

MR. KIRKPATRICK: Yes. I can get it from [REDACTED] here. 25X1A9a

MR. BAIRD: When these changes were made were they made with the knowledge of the preceding changes in procedural connections - trial period, etc.?

MR. REYNOLDS: I don't quite understand, Matt.

MR. BAIRD: I wondered whether we had to go through this - whether it was consistent with the changes made previously?

GENERAL CABELL: I think they are consistent but I wouldn't swear to it. I just felt you were getting a little cluttered up here by this either/or business, and that it would be a lot simpler to have only one standard, and that was the date of approval.

25X1A9a MR. [REDACTED]: The reason that this was in was because the forwarding of applications from persons in the field will take time, and while a great many people will be eligible on July 1, their application can't possibly receive consideration because it can't get here, let's say, until 1 September, and therefore they will be penalized by the date of approval; whereas the man who is

~~SECRET~~

~~SECRET~~

in Headquarters and applies on 1 July could conceivably get approved on 1 July.

MR. KIRKPATRICK: Well, if we are going to have seniority in the Career Service that might have quite an effect.

MR. AMORY: The effective date will be as prescribed by the Selection Board.

25X1A9a MR. [REDACTED]: That will take care of it.

25X1A9a MR. [REDACTED]: At the very end of paragraph 7.a.(2) I would suggest adding the words, "and his reasons for that dissent."

MR. BAIRD: Where is that?

25X1A9a MR. [REDACTED]: At the very end of paragraph 7.a.(2).

MR. REYNOLDS: And his reasons therefor?

25X1A9a MR. [REDACTED]: Yes, his reasons therefor.

25X1A9a MR. [REDACTED]: "A memorandum stating why he does not desire to become a member."

25X1A9a MR. [REDACTED]: In paragraph 7.a.(3) I think it would be useful to add the words, "together with any comments that may be made by his supervisor" - or words to that effect, would be appropriate to have.

MR. KIRKPATRICK: Together with any comments? Comments by whom? The appropriate supervisors?

25X1A9a MR. [REDACTED]: "By the appropriate supervisor."

25X1A9a MR. [REDACTED]: Plural - "supervisors".

MR. KIRKPATRICK: Are those changes acceptable?

Now, subparagraph (4). That is a long one.

25X1A9a MR. [REDACTED]: I think (b) is where we run into our first problem. Having deleted f. on page 4, this would now require, without some modification, that everyone go before an Examining Panel, everybody on board, and that would be an impossible job. So we need something here for the Executive Director "at his discretion" or "only when necessary" to convene an Examining Panel.

MR. KIRKPATRICK: Does somebody have a specific recommendation as to how this might be rephrased?

25X1A9a MR. [REDACTED]: How about leaving it up to the recommendation of his Career Board as to whether a Panel should be assembled or not.

MR. KIRKPATRICK: I think that would be a major part of it, yes.

MR. REYNOLDS: How would you like to phrase that, [REDACTED] 25X1A

25X1A9a MR. [REDACTED]: I don't want to commit myself technically. We have gotten into a question where a lot of things have to fit.

~~SECRET~~

~~SECRET~~

25X1A9a MR. [REDACTED]: Just discuss the policy reason for making the changes.

25X1A MR. [REDACTED]: I think if we lay the exact wording here--

MR. BAIRD: "The Director will, at his discretion, convene an Examining Panel."

MR. WHITE: That puts a lot on the Executive Director.

MR. KIRKPATRICK: That throws the whole discretion to the Executive Director.

25X1A9a MR. [REDACTED]: "And according to policies prescribed by the Selection Board, will convene a Panel" - and then we can pass the buck to the Board to decide when and how the Panel should be convened for the big workload of the three or four thousand people who are eligible 1 July.

MR. REYNOLDS: Can we leave that to be worked out [REDACTED] so that it satisfactorily fits in with the rest of the paper? 25X1A

MR. KIRKPATRICK: I think so. Any disagreement with that?

MR. WHITE: So what we have agreed on is that if the man's Career Service Board endorses him favorably, a Panel would not be assembled.

25X1A9a MR. [REDACTED]: I think the top Board ought to have the right to assemble a Panel anyway, however.

25X1A9a MR. [REDACTED]: That is only applicable to those on duty 3 years by 1 July.

25X1A9a MR. [REDACTED]: A Panel will be assembled thereafter for everybody.

25X1A9a MR. [REDACTED]: That was the original intent.

MR. KIRKPATRICK: Any disagreement with that general policy?

25X1A9a MR. [REDACTED]: And the Career Service Board - the head of the component. I don't want my Career Service Board--

25X1A9a MR. [REDACTED]: Yes, of course. They only recommend to you.

MR. KIRKPATRICK: Paragraph (c). Any comment? Paragraph (d).

GENERAL CABELL: I propose you change the "will" to "may" just simply, again, to keep from having too much of a bind.

MR. KIRKPATRICK: Paragraph (e) on page 11? (f)? (g)? (h)? Paragraph b.? (1)? (2)?

GENERAL CABELL: I raised these points in (3) because as I analyzed it I don't think we should have any "on-again, off-again Finnegans" - and I think people who make the choice should make a for-better-or-for-worse choice and then live up to it, and not, if they get an assignment that they don't like, say, "Well, I just believe I will resign from the Career Service and become

~~SECRET~~

~~SECRET~~

just a non-Career Service employee."

MR. AMORY: Then we want to strike (2), shouldn't we? I think that applies to (2).

GENERAL CABELL: Yes.

25X1A9a MR. [REDACTED] Strike out (2) entirely. Wouldn't that be true?

MR. AMORY: I would object to that.

MR. WHITE: I wonder--I don't know how real this is, and it may be more theoretical than real, but I could conceivably see where you might have a man who went into the Career Service in perfectly good faith and maybe spent 5 or 10 years with you and was really a pretty valuable fellow to the Agency, and maybe in a lot of capacities, but maybe for some purely personal reasons he no longer finds that he can live up to his original agreement that he will go any place, any time, and so on, if it might not be a little distasteful to say to a man who might find himself in that situation, "Well, we aren't interested in having you in the Career Staff anymore" or, "We aren't interested in having you in the Agency anymore."

25X1A MR. AMORY: I think it would be the other way, Red. I agree 100 percent with what you are saying, but it might well be that a fellow we think really ought to [REDACTED] it's silly to throw him out. He's a hell of a good expert. We have a slot for him. He loses all these rights and emoluments and things, but we don't want to put ourselves into the position where we have to throw him out completely.

25X1A9a MR. [REDACTED]: But this is an action taken on an individual's initiative.

25X1A If he doesn't want to go [REDACTED] and somebody would just as leave use him in ORR, then that is a decision for the Agency to make.

MR. WHITE: But we say in paragraph (2) that if he elects to resign from membership in the Career Staff that he will address a memorandum to the Selection Board and give his reasons, and that the Selection Board will take formal action and notify him of its findings. Then we say, but we won't consider such action.

GENERAL CABELL: My proposal automatically carries with it the deletion of paragraph (2).

25X1A9a MR. [REDACTED]: Paragraph (3) was designed to take care of a case where you might want to discipline a man by throwing him out of the Career Service. In other words, paragraph (2) is at the volition of the individual, but paragraph (3) would be at the volition and instance of the Agency as a

~~SECRET~~



~~SECRET~~

disciplinary and probationary measure against an individual who should no longer be a member of the Career Service and receive those benefits, but who you didn't want to take the final step of disemploying, as it were - separating him.

GENERAL CABELL: I should think if we were to do that we would get ourselves into a position of there not being much of a disadvantage connected with transferring from the Career Staff back to the non-Career Staff, and we might have a rash of such transfers back. My own view would be that if a man - if you want to assign him someplace and he doesn't want to take that assignment, the Agency takes into consideration competitive reasons, and various other reasons, in determining whether it is going to order that man to accept that assignment. Then I think if in the wisdom of the Agency's apparatus, it decides that it is going to make an issue of that and that individual is going to go, then I think it makes an issue of it and the individual has got to go or he has to be fired. So I think that that takes care of that aspect of it.

Now with respect to his just deciding, in advance of an expected assignment, that he doesn't think much of the Career Service any longer, I would kind of believe that if a man in his judgment decides to cast in his lot with the Agency on a career basis, that it is a serious matter if he decides that he does not want any longer to be on that career basis. And I don't see why we should really set up some machinery for him to move him to a different status within the Agency. I think that is going to weaken our whole career status program.

MR. AMORY: I think at this time of selling something which is good, but you are going to have some resistance - that while the page as written is good, an awful lot of people have a very strong conscience in this matter and they don't want to sign up. They have reservations. They might do it "some-time". But their 80-year old father has a stroke and comes to live with them, and they say, "I've got to stay in Washington here." They say that even though nobody has asked them to go overseas. It isn't a question of discipline. I think he doesn't want to put himself in a position of wondering whether that dependency question will be resolved in his favor or not. He just plain wants to be a GS-7 Government servant still working for us. On the point the General makes, leave the paper stand as it is, and maybe 2 or 3 years after looking at it, if we have trouble we can consider a change then.

GENERAL CABELL: Well, this is inconsistent. The man has elected originally to join the Career Service and he has already absorbed and become

~~SECRET~~

~~SECRET~~

the beneficiary of those preferential elements which go along with Career Service, and then he says, "Well, it looks like I have about reached my ceiling with the Agency anyhow, and I am getting a little bit liable for a disagreeable assignment, so now I think I will just get myself reclassified into a non-Career Service." I think we have got to have some safeguard against that.

25X1A9a

MR. [REDACTED]: If you did that, then you would give up preferential treatment as far as job security goes.

MR. AMORY: And if that was the real motivation - you say the CIA Board will take formal action. Take this parallel - I think this is probably the nearest I can think of to a Foreign Service officer. A Foreign Service officer spends some time overseas. He comes back and says, "I no longer want to be in the Foreign Service" - but he would like to continue his work and he would be quite a useful employee as a departmental guy. Are we going to bar our [REDACTED] from hiring that guy if he really is the best guy for the job?

MR. KIRKPATRICK: Bob, isn't your worry pretty well taken care of in paragraph 3.b. on page 3, which states that "full consideration will be given to their particular capabilities, interests and personal circumstances"? Now what General Cabell is arguing for is a tight Career Service where you don't have the individual moving in and out of it based on personal considerations. The statement of policy indicates that the Agency will give full consideration to personal circumstances.

25X1A9a

MR. [REDACTED]: I think that really does it, because in all honesty, nobody is going to send somebody off kicking and screaming to Copacabana Beach, unless there are overriding reasons.

25X1A9a

MR. [REDACTED]: John, doesn't this say, "You try to resign from Career Service and we fire you." How can you do it?

MR. KIRKPATRICK: You don't.

MR. WHITE: I don't think we can foresee what the practical benefits of this preferential treatment are going to add up to two or three years from now. And I think we run the risk of this happening, that a man signs this paper-- and I think it would be a small percentage of people who within 2 or 3 years are going to get this special training--and at the end of 2 or 3 years you are going to have quite a number of people saying, "I signed up for this thing but I don't believe I have gotten anymore or much more out of it than the fellow next to me who didn't sign it." "I have had one or two years of overseas duty, and old Joe

22  
~~SECRET~~

~~SECRET~~

over here wouldn't sign and he can sit back here, and now I decide I don't want to accept these conditions anymore, and I have to leave the Agency, whereas this fellow who wouldn't sign up, as far as I can see he has had just as many benefits as I, and he stays." I think you run that risk. Maybe it's more theoretical than practical.

25X1A9a MR. [REDACTED]: Under paragraph (2) the language may not be clear. The intent was that the individual may apply for cancellation but nobody can get out of the Career Service unless the Selection Board agrees to it. In other words, the Selection Board can say, "We will not accept your resignation from the Career Service."

MR. KIRKPATRICK: Then what does he do?

25X1A9a MR. [REDACTED]: He says, "I insist." And then the Selection Board can say, "Okay, if you insist we will accept your resignation from the Agency as well."

MR. MELOON: The only way you can get rid of him is using the Director's authority, and I don't think the Director's authority was designed for that.

25X1A9a MR. [REDACTED]: That is true if they hold the line hard and fast, but with more than half of my outfit overseas I have had this problem regularly - we say we don't insist right now, but we start conditioning them, and then if they say, "No, I am never going overseas", then I say, "Then you better start looking for another job." And they will resign. I have never had one case yet that said, "No, I am going to stand on my rights."

MR. MELOON: We can terminate a person for refusing to take an assignment the Director says he should take, and we do not need the Director's authority - we have an administrative procedure for that. But here we are talking about getting out of a Career Service. The guy may be the best employee you have in your organization and he may say he does not want to belong to the Career Service, so he is separated from the Agency.

GENERAL CABELL: Why should he up and suddenly decide, after he has once joined the Career Service, that he no longer wants to be a member of the Career Service?

MR. AMORY: All right, he has a child who gets rheumatic fever.

MR. KIRKPATRICK: You have the policy statement.

MR. AMORY: But it doesn't guarantee him. "If I have any real doubts about this," he will say, "I better get out of this business now and look for another job. I can't afford the risk."

~~SECRET~~

~~SECRET~~

MR. KIRKPATRICK: Wouldn't it be better for the Agency if he got out now?

GENERAL CABELL: I think that is inherent in our whole concept of Career Service. If we are not able to face that one and swallow it, then we ought to tear up this Regulation.

MR. AMORY: I feel very strongly the other way, because I thought the whole concept of this was that we would try--like the State Department, you could have a Foreign Service and ordinary departmental thing. We have guys  
25X1A9a working for you and guys working for [REDACTED], in particular, who are really no different than if they worked in the Department of Commerce, or something like that.

GENERAL CABELL: A 100 percent vulnerability for overseas service.

MR. KIRKPATRICK: All we are talking about now is the man who signs up today for Career Service and then decides he wants to change.

MR. AMORY: Why give him only one option? What is the merit in one option?

MR. KIRKPATRICK: One reason is to prevent the opportunist from saying, "I'll get in until I've had the benefits and I'll get out when I have those."

MR. AMORY: Nobody is given the right to do that. We are just saying that we will judge the cases as they come up.

GENERAL CABELL: This is making it easier for them to get out.

MR. AMORY: No, it is not, sir.

Well, I think there is a clear disagreement here--

25X1A9a MR. [REDACTED]: I think Red's comments are very well--

GENERAL CABELL: I think that is at the root of the whole Career Service concept. But, Red, you are putting it on the basis that he has to eat his benefits as he goes along. The main concept of this is that your benefit is really when times get hard, brother, and job security becomes a worry, you're just building up a little credit in the bank that will help you over that bad time.

MR. BAIRD: There is something more than that, General. It seems to me that as long as everything goes alright this doesn't worry anybody. I feel we should have a body of people that we can depend upon. Let me give you an example George Meloon and I went through a couple of years ago when large numbers of Admin FE people suddenly were told they were to go overseas. I think the figures were something like 26 who had Admin jobs in the FE Division with

~~SECRET~~

~~SECRET~~

the understanding that they would go overseas, but when it came time to send them overseas we had 23 who didn't want to go overseas, out of the 26.

25X1A9a MR. [REDACTED]: And 20 of them didn't go.

GENERAL CABELL: And had a rose pinned on them for not doing it.

25X1A MR. BAIRD: If they resigned, by God, they ought to get out of the Agency. If we have this we will end up by having some people we can depend on, so that when the going gets tough and we find some activity in the world that is less desirable than [REDACTED] that by God we have people who will say, "If I have to get out of the Agency in order not to go, I will go."

GENERAL CABELL: The question is whether we find that out early or late.

MR. MELOON: Shouldn't we put a deadline on the application of a person who becomes eligible for the Career Service then?

25X1A9a MR. [REDACTED]: It is expected he applies immediately - within 30 days.

GENERAL CABELL: And inherent in it is that we have a line on those who are now willing to accept responsibility in career membership, and those who are not, and we start making investments in special training and in the kind of assignments that are organized and lined up and will benefit that man's career on the basis of whether he's a career man or not a career man.

25X1A9a MR. [REDACTED]: Anytime they can refuse an appointment and quit.

MR. MELOON: But the investments we are making in special training are very few in percentage of the Agency. The bulk of the training we are doing is not primarily for the benefit of the employee but for the benefit of the Agency, and if we stop training him just because he is not a member of the Career Staff we are going to lose a lot of good--

MR. KIRKPATRICK: We still have a fairly interesting figure of individuals who have accepted training which obviously has benefited them, and then they left the Agency, there is no question about that. It isn't something we would be terribly criticized on from the outside, but there is still quite a list of people who have gone to Georgetown and taken a year of a language and then decided, "I'm going to get out." Also, there is a group who have been sent to training simply because there was no assignment available.

Well, in view of the time I think we ought to try and get a decision on this. Now how many of the Board feel that the deletion of paragraph (2) and the modification suggested in the first sentence of paragraph (3) are acceptable as presented? Let me see a show of hands. (Mr. Reynolds so indicated.)

~~SECRET~~

~~SECRET~~

How many are opposed?

25X1A9a

MR. [REDACTED]: I want to see a modification between the two.

MR. KIRKPATRICK: What is the will of the Board? It is now 5:30.

Would you like to continue to fight this over now or are there other commitments to which you would like to go? We can stay here until breakfast as far as I am concerned.

25X1A9a

MR. [REDACTED]: Resignation from the Career Service will only be considered by the Selection Board under unusual circumstances - or some weasel in between.

25X1A9a

MR. [REDACTED]: That is the kind of language I am looking for.

GENERAL CABELL: That is expressing a principle and the burden of proof.

MR. AMORY: And it takes care of the cases worrying me.

GENERAL CABELL: You can say, "CIA will not ordinarily consider...."

MR. KIRKPATRICK: What about paragraph (2), before we get to (3).

25X1A9a

MR. [REDACTED]: You can eliminate paragraph (2) then.

MR. KIRKPATRICK: All right, (2) is out, then. Any disagreement? And we are going to modify (3).

MR. AMORY: That deals only with cancellation for cause.

GENERAL CABELL: Take out "cause" - "ordinarily will not consider the cancellation...." And I would put CIA in there but use that mechanism for making the determination, because it's going to require some careful consideration by a lot of people.

25X1A9a

MR. [REDACTED]: Do we want to say "separations" or just say, "would only consider the cancellation of an individual's membership in the Career Staff under the most unusual circumstances."

MR. AMORY: To combine (2) and (3) will make it confused. I am willing to accept (3) as the Deputy Director modified it. If you are going to fire a guy for cause you ought to fire him all the way out, and there shouldn't be a disciplinary thing. Why can't we meet the point, as [REDACTED] says, by leaving (2) roughly as it stands now - with the first sentence exactly as it stands. And then, "The CIA Selection Board will take formal action which will be favorable only in unusual circumstances." That is awkward, but something

25X1A9a

25X1A like that, leaving it to [REDACTED] to work out.

MR. WHITE: Paragraph (2) could stand. It isn't inconsistent with the modification.

~~SECRET~~

~~SECRET~~

MR. AMORY: Or add a sentence - "Ordinarily--

25X1A9a

MR. [REDACTED]: "such applications will be denied, except under unusual circumstances."

MR. AMORY: I'll accept that as a third sentence to paragraph (2).

25X1A9a

MR. [REDACTED]: And then, "The CIA Selection Board will take formal action and notify the member of its findings in writing."

MR. [REDACTED]: I don't think (3) adds anything to anything.

MR. [REDACTED]: Then you can eliminate (3).

MR. AMORY: Now the Attachment A.

MR. KIRKPATRICK: Wait a second - you're moving too fast.

Paragraph (2) - the first sentence stands as is. A new second sentence is added to the general effect that ordinarily the Selection Board will not consider a resignation from the Career Staff except for unusual circumstances. And the third sentence stands as is. Paragraph (3) is eliminated. Any disagreement or further discussion?

Paragraph (4). No comment? Attachment A? Mr. Amory?

MR. AMORY: The point I raise should have been raised back in the beginning in the definition. This sticks in my throat - "who have the expectancy of a career in the Agency." I have no doubt that thousands of manhours have been ground into that definition, but it is awkward - it's using "expectancy", which is a word normally used for 17 million different things, including life insurance uses. Does it imply that? I mean, is it going to be objective and subjective?

MR. KIRKPATRICK: What would you say? "And who intend to make a career in the Agency"?

MR. AMORY: That would make it completely subjective, and then there is no standard - "Well, is this the kind of fellow who is desirable psychologically and otherwise."

MR. REYNOLDS: I'd rather say, "who intend to make a career with the Agency."

MR. KIRKPATRICK: Any disagreement with that?

Do you have any other comments on Attachment A, Bob?

25X1A

MR. AMORY: No, provided [REDACTED] catches that same thing in the first part of the Regulation.

MR. KIRKPATRICK: Well, is this acceptable with the changes in language as indicated?

~~SECRET~~

~~SECRET~~

25X1A9a

MR. [REDACTED]: Hear! Hear!

MR. KIRKPATRICK: Does the Board wish to see the Regulation again?

MR. AMORY: I think it should be circulated again. I think there are lots of changes I'd like the Staff to see.

MR. KIRKPATRICK: Suppose it is circulated for the next Board meeting.

25X1A9a

MR. [REDACTED]: We will modify it and have it on the agenda for the next meeting.

MR. KIRKPATRICK: And probably circulate it to the Director, and let him see it.

GENERAL CABELL: Let me ask a question here, if you don't mind. Just back off a moment and look at the forest. Is it the feeling of this Board that we really want to go into this separating of the people of the Agency into the two categories, the career and the non-career? Are we really determined to do that or do we sort of all agree to do it? It is important for me to know that because I need to know it to satisfy myself, and I am sure the Director would want to know. Are you really sold on the necessity and desirability of taking this step?

MR. KIRKPATRICK: I can put my views on that in one sentence: Either we ought to do this or we ought to eliminate from the terminology of this Agency the words "Career Service", because there basically is no senior Career Service versus non-Career Service in the way it is now established. We have individuals - some of whom are here on a short-term basis, but I feel that if we are going to continue talking about Career Service that this is what we are going into, and if we are simply trying to improve our personnel management then we should eliminate the phraseology "Career Service" from all of our discussions.

GENERAL CABELL: Is Kirk speaking everybody's feeling? Do you all feel about that same way?

25X1A9a

MR. [REDACTED]: To make a determination to get in and get as many of the people we really want into Career Service.

MR. AMORY: I hope the division will be somewhere around 94 to 6 or 97 to 3.

GENERAL CABELL: I was a little disturbed over the discussion that took place about "getting out" of the Career Service as being indicative of not being sure--

MR. AMORY: It was just the opposite. It was the idea of avoiding having a lot of conscientious Puritans staying out at the outset. I was

~~SECRET~~



~~CONFIDENTIAL~~  
~~SECRET~~

intending to strengthen the Career Service rather than to weaken it.

25X1A9a

MR. [REDACTED]: This will depend on the manner and the forcefulness in which this is presented to the Agency, whether we want to hold a town meeting or talk to them individually, but this should be put in a very frank and positive fashion to the people of this Agency.

GENERAL CABELL: I personally share Kirk's expression of feeling on that.

MR. REYNOLDS: I concur with Kirk completely.

GENERAL CABELL: This is a major step.

MR. KIRKPATRICK: And I feel this major step is the culmination of three years' work by a tremendous number of high level people in this Agency who felt the thing was required. Furthermore, going along the lines of Bob's concern about the Career Service System, without something like this I would dread the day when: (a) the Agency was ordered by the Government to move out of Washington, and saw two-thirds of its employees disappear by the move; or (b) a war took place and we had to disperse our employees and saw a lot of people disappear because we had nothing to really bind them down; or (c) just the general laxity of discipline which is inherent in an Agency which tolerates people telling the Agency they will not accept an assignment given to them, which I consider to be one of our major difficulties today. I think basically a Career Service is a disciplined service, and whereas we can't get, either by law, statute or administration, into the type of thing the military has--

GENERAL CABELL: You don't want to try to do that.

MR. KIRKPATRICK: --we can by a self-administered Career Service. And furthermore, I think there is a greater desire on the part of the lower levels, the average fellow, the branch chiefs and the middle executive level, for Career Service.

25X1A9a

MR. [REDACTED]: That is where the pressure comes from. Actually it isn't the older ones at all.

MR. KIRKPATRICK: I see a couple of people packing their papers so I presume the Board does not desire to go on with the next Regulation this afternoon?

MR. AMORY: May I make a statement about TAB B on page 4? I have tentatively decided to go back to my AD's and propose a single Service Designation to cover the following four Offices: Current Intelligence, National Estimates, Research & Reports, and Scientific Intelligence, under a title which

~~SECRET~~

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

~~SECRET~~

might be "Intelligence Production." I want to stress the mobility between those shops. I think it is ridiculous to have one in the case of National Estimates - a 60 man thing, which actually is about 20 pros - as a separate thing. On the other hand, OO and OCD are sufficiently separate and large to justify their own designation. We can still operate with the subject boards as here shown.

MR. KIRKPATRICK: Mr. Amory, I will recommend you for a decoration. I think that is very progressive and along the lines we want to proceed.

MR. REYNOLDS: I told Mr. Amory when he called me this afternoon that I thought it was up to every Deputy to make his own designations in those things, and that I was all for it.

MR. KIRKPATRICK: If you recall my very controversial memorandum to the Director on the subject of Career Service, that was one of the things I advocated.

25X1A9a MR. [REDACTED]: You advocated a lot more.

MR. MELOON: Kirk, I would like to bring up that point of establishing a deadline for the applications. This states that the fact that a person does not apply at the end of his 3-year service is no bar to a future application. I'd hate like the deuce to see somebody wanting to go to external training and not do anything about joining the Career Service right up to the time he made application, and then he hurried and signed an application to qualify him for external training, or in the face of a reduction-in-force - or some other preferential treatment.

GENERAL CABELL: You could handle that awfully easy by saying, "Well, Bud, we are not giving this to those not in the Career Service."

25X1A9a MR. [REDACTED]: I think that is worth looking at, Kirk.

MR. AMORY: Yes, generally, but again, sometimes to fill a key slot there is nothing you can do but go to the outside. A guy may be useless to you until you have given him some of this training. We have a good example in ONE of a guy who will be with us, I think, 40 years.

MR. MELOON: That covered my point in that the training we give is presumably for the good of the Agency and not all directed toward the employee.

GENERAL CABELL: But you wouldn't write that in the Regulation.

MR. MELOON: Well, the Regulation states after a person has completed 3 years he is eligible for entrance into the Career Service, or for consideration. Then it goes on to say that the fact that he does not make application at the end of that period is no bar to his processing an application at a future date. I

~~CONFIDENTIAL~~

~~SECRET~~

would think if we want him in the Career Service after 3 years we ought to give him 90 days or 120 days, or a year, or something, in which he has to make up his mind if he wants to become a member of the Career Service.

25X1A9a

MR. [REDACTED] I agree. 6 months.

25X1A

MR. KIRKPATRICK: When you're working out the changes, [REDACTED] why don't you work out something on that, too, that could be circulated?

MR. AMORY: And on that, again, why not say that should be left to the discretion of the Board? If a guy has played around the way you describe, then a Board ought to look 17 times before they accept him into the Career Service, but it may well be a case of a fellow who has children he has to put through local schools, and obligations like that.

MR. KIRKPATRICK: In other words, you say the Career Service Board or the Selection Board can give him an alternative of delaying it a year before joining - because of personal considerations, or other considerations?

GENERAL CABELL: That is something that belongs on a check-list for the use of the Selection Board.

MR. KIRKPATRICK: It seems to me that could work for the Agency, too. If we have a man on the borderline after 3 years, the Agency might well say, "We are not accepting you now. We will give you another year." I think the Board feels that way.

Is there any further discussion? Is it the will of the Board to put the business over to the meeting next week? Is that acceptable to you, Mr. Reynolds?

MR. REYNOLDS: Yes. I hope we can get started on this next week, because

25X1A9a

I think Dr. [REDACTED]'s dissertation, which is basically sound, is going to require an entirely different approach than the processing of these Regulations.

MR. KIRKPATRICK: Does anyone want a copy of this Fitness Report?

25X1A

MR. BAIRD: Mr. Chairman, have we finished with this Regulation [REDACTED]

MR. KIRKPATRICK: We haven't taken it up. I am just trying to ascertain if it is the will of the Board to put this over to next week?

MR. REYNOLDS: It is. I hope if the General can find the time to be here he will come, because I discussed it with him at considerable length.

GENERAL CABELL: I will do my best. It was helpful for me to sit in this afternoon.

MR. KIRKPATRICK: All right then, we stand adjourned.

. . . The Meeting adjourned at 5:40 p.m. . . .

~~SECRET~~

~~CONFIDENTIAL~~